

Goal 1: Low-income people become more self-sufficient.

NPI 1.1 Employment

Problem Statement

San Diego's overall economy is relatively stable, however the fact remains that a significant number of the region's residents are either unemployed or in low-paying, high turnover occupations. Additionally, there are a limited number of mid-level positions. For self-sufficiency to be a reality, families need full-time, living wage jobs, have potential for upward mobility, and medical benefits. Limited English proficiency, immigration issues, high cost of child care, lack of affordable housing, adults timing out of CalWORKS, lack of transportation, limited skills/experience and education, substance abuse, cultural barriers and criminal convictions are examples of barriers facing low-income working families.

Delivery Strategy

Since the problem is multi-dimensional, no single strategy can be successful. Successful planning requires a multi-faceted strategy for which collaboration and leveraging of resources is key. Leveraging is planned at the highest level with the Community Action Partnership (CAP) engaging with the Workforce Partnership to reinforce existing collaboration and develop mutually beneficial activities to employ low-income families. With groundwork laid out at the administrative level, CAP's contracted providers are required and guided to implement collaborations in all six service regions of the County, by working closely with each WIA career center. CAP's strategy also considers the public assistance status of the customer since these customers can and do tap into the additional resources available through the CalWORKs employment services network. Finally, recognizing that poverty and dependency are both systemic and individual in nature FSS will continue to focus on Family Strengths, using a strength-based service support system for low-income families as a case management strategy.

Note: Activities listed under Employment Supports (NPI 1.2) are integrally linked with employment goals.

Program Activities

Macro Level – Community Action Partnership

1. Engage in discussions and foster partnerships between the County's FSS contractors, the Workforce Partnership Career Centers, and Scripps Hospital with the goal of developing better, more coordinated, integrated, employment and vocational and employment readiness training services.
2. Identify additional appropriate resources for employment placement and readiness assistance and create true partnerships that lead to coordinated and integrated services.
3. Provide technical assistance to CAP FSS contractors to develop partnerships and resources at the community level.

Family Service Level

1. Conduct comprehensive assessments to determine participants' employment needs and skills, and barriers to achieving employment goals.
2. Work with participants to develop plans for self-sufficiency through employment.

3. Utilize the focused family strengths case management model to reinforce the employment strategy and support and guide the participant in overcoming barriers to employment.
4. Provide and/or refer for job search assistance. Activities include job preparation services such as résumé preparation, pre-employment work maturity skills, training, and placement for program participants.

Activities related to CalWORKs Participants

1. As primary strategy, support the plan developed by the CalWORKs Employment Service Case Manager, in conjunction with the participant to support the participant's efforts in obtaining employment.
2. Create formal linkages to County Family Resource Centers.

Activities related to Non-CalWORKs Participants

1. Family Self-Sufficiency program manager or service manager will work in tandem with WIA career center staff or other appropriate staff to develop and implement a plan for training that leads to employment and/or employment for those participants who possess marketable skills.
2. Develop employment placement opportunities that are suitable to the skills and abilities of unemployed participants.
3. Upgrade employment through additional education or enhancement of employment skills for employed participants.
4. Refer participant for short-term vocational training and education, and/or work experience to obtain marketable skills that will lead to employment.

NPI 1.2 Employment Supports

Problem Statement

Barriers to obtaining and/or retaining employment are numerous. However, barriers generally fall into two categories: those that can be resolved by enhancing education or training and those for which the lack of support systems such as childcare and reliable, affordable transportation constitutes obstacles to employment. According to the Needs Assessment survey, the current public transportation system is inadequate for low-income families to obtain/retain employment. The high cost of living, coupled with inadequate levels of income, often leaves few dollars for purchase and maintenance of reliable private transportation. The lack of reliable transportation then makes access to employment and the means to move out of poverty even more challenging.

Many clients cannot afford vehicles; therefore families must access bus and trolley lines to transport their children to school or daycare before actually commuting to work. Compounding this problem is the fact that childcare facilities and employers are often located in different directions which adds hours to an already burdensome commute.

Additionally, there are major gaps in the service network that provides employment supports. While there are funds allocated to assist CalWORKs participants with supportive services for employment – e.g., money for transportation, childcare and tools, there is no similar structure in place for non-cash public assisted individuals. Therefore, many low-income working families and those seeking employment are left without benefit of comparable support.

Delivery Strategies

The strategy to address employment supports will encompass two approaches. On one level CAP San Diego will work with regional service networks, key partners and stakeholders at all levels to develop new and link existing support structures that assist low income families and individuals. For example, CAP San Diego partners with Scripps Hospital to advance curriculum that promotes health careers. This support structure was developed and implemented by CAP's Community Strategies and Initiatives unit to address the anticipated gap for health care workers in all facets of the health care industry. CAP recognizes the importance of keeping abreast of future trends and employment needs to strategically prepare today's participant to be able to achieve their highest levels of self-sufficiency and well-being tomorrow.

On a secondary level, service assessments completed by case managers in the Family Self-Sufficiency program will prioritize barriers to employment. The more significant the barrier, the greater is the emphasis placed on its resolution. Additionally, contracted case managers will assist customers in the Family Self-Sufficiency program develop a plan utilizing all available resources to address all barriers to employment such as childcare and transportation needs. Assistance will address immediate crisis needs but a greater emphasis will be placed on intermediate and long range plans to resolve barriers. The emphasis will be to help families identify and use their strengths to develop coping skills that address and resolve long-term barriers.

Program Activities

Macro Level – Community Action Partnership

1. Engage in executive level discussions with service networks and their member organizations to develop new and link existing support services, especially for non-cash assisted customers.
2. Identify existing resources and facilitate/coordinate discussions with key stakeholders to develop strategies for the populations we commonly serve.

Family Service Level

1. Ensure that the comprehensive employment assessment identifies participants' employment barriers and supports needed to achieve employment goals.
2. Explore opportunities for carpooling and/or obtaining employment in locations that are easily accessible by means of public transportation.
3. Encourage families to formulate back-up plans to address unforeseen crises (e.g., transportation, child care).
4. Utilize family development intensive case management to support and guide the customer in resolving barriers to employment.
5. Provide outreach and financial education regarding utilization of EITC refunds for asset development.

Activities related to CalWORKs Participants

1. Become familiar with the CalWORKs Welfare-to-Work plan.
2. Work closely with the CalWORKs employment case managers to obtain needed supportive services for FSS customers and to ensure that clients are receiving all they are eligible to receive.

Activities related to Non-CalWORKs Participants

1. For childcare issues, FSS providers will assist program participants in finding quality and affordable childcare, including assistance with application and placement on the Centralized Childcare Eligibility List, which serves the entire San Diego area.
2. When appropriate, utilize linkages with other community-based organizations to assist clients with transportation and childcare issues.
3. Refer participants for vocational training and education, and/or work experience.

NPI 1.3: Economic Asset Enhancement and Utilization

Problem Statement

To successfully move out of poverty, low-income families require resources and assistance to expand their asset base since all too often their earnings are insufficient for even basic needs. Often low-income families are unaware of available resources such as free tax preparation assistance. They also need help to recover from past financial difficulty such as a poor credit history and often fall prey of predatory loan establishments. Compounding the problem is that low-income families are not in situations that allow them to take full advantage of financial opportunities.

Delivery Strategies

A key component in CAP's strategy for moving families out of poverty is the Earned Income Tax Credit (EITC) program. Since 2003, CAP has led a public/private partnership with the United Way to create a countywide EITC Coalition committed to EITC awareness and expansion of the EITC campaign through collaborative partnerships. Today the EITC Coalition boasts of over 50 community and private members such as Internal Revenue Service, Workforce Partnership, San Diego Gas and Electric, County Board of Supervisors (Pam Slater-Price and Greg Cox), Bank of American, Union Bank, Cox Communication and our newest partner the American Association of Retired Persons (AARP), Jewish Family Services, Alliance for African Assistance and Somali Family Services. Through its members, the EITC Coalition leverages additional resources to support expansion efforts. Coalition members engage in pre-season planning and post-season de-briefing to continuously enhance the program and provide quality service to customers.

In 2007, CAP San Diego, through outreach to the Refugee community added three Refugee Service agencies to the EITC Coalition. The three agencies are being mentored in tax preparation by AARP, another Coalition member.

Complementing and supporting this strategy is the financial education component. CAP recognizes financial education is essential in the process of becoming self-sufficient. Therefore, CAP through the Family Self-Sufficiency program is promoting financial education workshops and has implemented core financial competencies. Also, CAP is actively engaged in discussions with community-based and refugee agencies to explore options for an asset-building (such as the Individual Development Account or IDA) program.

At the service level, customers will learn how to develop and maintain budgets and effectively use financial resources.

Program Activities

Macro Level – Community Action Partnership and Other County Sections

1. Continue to provide leadership to the EITC Coalition.
2. Work closely with the Internal Revenue Service to provide support and technical assistance.
3. Outreach to HHSA CalWORKs and Food Stamps recipients by working with the County's HHSA Family Resource Centers.
4. Engage community-based Family Resource centers and CBO's to outreach to potential customers.
5. Engage in strategies to keep volunteers engaged.
6. Promote collaboration and leveraging in CAP contracts with community-based organizations.
7. Establish relationships with financial institutions or agencies with existing programs that offer free or drastically reduced fees for savings and checking accounts for FSS participants.
8. Continue to recruit Coalition Partners.

Family Service Level

1. Assist EITC efforts by referring and facilitating economically disadvantaged persons in need of free tax preparation assistance to Volunteer Income Tax Assistance (VITA) sites.
2. Provide financial education workshops on such topics as budgeting, identification of predatory lending and ways to establish good credit and remedy bad credit.
3. Provide access to assistance programs such as child support, Social Security benefits, Food and Nutrition programs, low-cost or no-cost health insurance, educational loans and grants.

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**CSBG PROGRAM REPORT (CSD 801) CONTINUATION PAGES
NATIONAL PERFORMANCE INDICATORS (NPI)**

Goal 2: The conditions in which low-income people live are improved.

NPI 2.1: Community Improvement and Revitalization

Problem Statement

As in many urban areas, San Diego has several low-income communities whose residents have limited access to resources for childcare, health care and transportation and where poverty is a limiting factor to self-sufficiency. There are many community-based organizations and agencies in San Diego that strive to assist low-income families and individuals. However, many of these community-based organizations and agencies lack the financial base and/or technical capacity to assist low-income families.

Delivery Strategy

Develop partnerships with organizations that share CAP's vision and mission of eliminating poverty. Currently, CAP San Diego is working with the San Diego Refugee Forum, a professional association of Refugee service providers, whose members include Voluntary Agencies (VOLAGS), Mutually Assistance Agencies (MAAs), Employment Services agencies, government agencies, and community residents. The majority of the refugee community based organizations are MAAs, grass root organizations, operating on donations, small grants and providing services through volunteer staff. Over the years, these refugee community based organizations have established trust within the refugee community and have been successful working with refugee families providing advocacy, referral, translation services and linkages to mainstream services. These community based organizations are committed to serving and reaching refugee families who traditionally have not been served and continue to assist families become mentally and physically healthy and self-sufficient. However, MAAs lacks the necessary fiscal stability and technical capacity. CAP San Diego is partnering with the Refugee Forum to pursue funding that will assist member organizations become fiscally self-sufficient and stable by strengthening their infrastructure. Technical assistance, professional development and development of long term fiscal sustainability will be provided to assist in the provision of needed services and implementation of strategies that increase linkages to mainstream services.

Program Activities

1. Identify community organizations – these can be social service providers or educational institutions - which serve low-income residents and share the mission of eliminating poverty.
2. Develop partnerships with community-based organizations.
3. Share results of community needs assessments and demographic data.
4. Develop joint strategies to address needs of low-income families.
5. Assist organizations with capacity building and technical support.
6. Build collaboratives to pursue funding.

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**CSBG PROGRAM REPORT (CSD 801) CONTINUATION PAGES
NATIONAL PERFORMANCE INDICATORS (NPI)**

Goal 3: Low-income people own a stake in their community.

NPI 3.1: Civic Investment

Problem Statement

Given the multitude of San Diego low-income families' needs, the necessary resources to address the variety of needs is inadequate.

Program Activities and Delivery Strategies

Through CAP's network of providers, actively encourage additional support to low-income residents in the form of volunteers. One area in particular where this strategy is effectively employed is the provision of tax assistance through VITA trained volunteers. In tax season 2006, AARP joined the EITC coalition. In tax season 2007, AARP recruited over 200 volunteers to provide free tax assistance.

Civic Investment

Total number of hours volunteered to Community Action is identified in NPI 3.1 grid.

Goal 4: Partnerships among supporters and providers of services to low-income people are achieved.

NPI 4.1: Expanding Opportunities through Community-Wide Partnerships

Problem Statement

The demand for services in low-income communities far exceeds availability of funds to deliver the many needed services. Funding constraints mean choosing between two equally deserving programs. In a climate of diminishing resources, establishing linkages and service networks is important to leverage resources so that the sum is greater than its individual parts.

Delivery Strategies

Recognizing that funding is always a limiting factor, CAP San Diego formed the Community Strategies and Initiatives (CSI) unit. The unit provides a bridge to promote community efforts and form linkages to service delivery networks. Additionally, the unit facilitates the development of community collaboratives that seek to promote asset building and asset protection strategies.

In each of the six service regions, the assigned CSI liaison partners with key regional staff and community stakeholders to support regional collaboratives/initiatives that align with anti-poverty strategies for family stability and self-sufficiency. The focus is on the multiple service needs of low-income families/individuals, identifying and developing common threads between regional operations and CAP initiatives, and emphasizing interactive relationships across the agency (formal/informal) to problem solve service issues.

CSI liaisons collaborate with community partners and Health and Human Services Agency regional management, and help achieve shared objectives by engaging in the following key strategies:

- Informing – Serve as a communication conduit to plan, problem solve and address issues raised.
- Advocacy – Provide support for regional and CAP initiatives.
- Facilitating – Address problems and assist in the implementation of regional solutions.
- Bridging – Link service providers (County and community) to better serve our customers.
- Identifying Opportunities – Provide information to stakeholders on potential funding and other available resources. Partner with stakeholders to pursue potential funding and use of available resources.

Program Activities

CSI liaisons address key problems and offer recommendations/solutions. Examples of specific activities are:

- Ensuring that FSS contractors develop a uniform and consistent mechanism for assisting families in obtaining/maintaining health coverage.
- Ensuring that FSS contractors assist families in linking with a medical home where appropriate.

- Identifying community providers with which FSS contractors can link to promote enrollment of eligible families in Medi-Cal and Healthy Families.
- Working with community providers, including CAP contractors, and Health and Human Services Agency's Family Resource Center staff to develop health information packets for distribution to customers. Contents would include information on asthma control/education, dental health issues and resources, and mental health information and resources.
- Promoting coordination between service providers who have several service contracts with the County to maximize efficiency and facilitate achievement of shared objectives.
- Identifying and sharing best practices with community agencies and regional management.
- Acting as a resource for information related to anti-poverty measures and developing strategies to address issues of poverty in the region.
- Participating in community events to highlight CAP's initiatives and programs.

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**CSBG PROGRAM REPORT (CSD 801) CONTINUATION PAGES
NATIONAL PERFORMANCE INDICATORS (NPI)**

Goal 5: Agencies increase their capacity to achieve results.

NPI 5.1: Broadening the Resource Base

Problem Statement

As the CSBG allocation continues to decline, unfortunately the multitude of needs of low-income families and individuals continues to rise. As an example, on a per capita basis, in San Diego County there is only \$8.52 (based on an approximate CSBG allocation of \$2.9 million and approximately 340,000 low-income families identified in the 2000 census) available to assist low-income families and individuals. Consequently leveraging of all available resources is essential.

Delivery Strategies

CAP is registered with the Office of Resource Development (ORD). ORD assists community agencies as well as County programs and Department to identify funding opportunities available from public and private sources. CAP assists by identifying community agencies for the ORD mailing list and shares relevant funding announcements from the Office with our providers. Additionally, CAP partners with private and public partners in the pursuit of appropriate funding.

CAP provides services through contracted service providers. By actively supporting community agencies and infusing dollars through competitive procurements, CAP contributes to the development and expansion of the service network infrastructure in San Diego. CAP also receives funds from other sources to operate other community programs which are used to leverage additional services.

Program Activity

The San Diego County Community Action Partnership has requested authorization to expedite internal processes associated with grant applications, and pursue funding opportunities aligned with CAP initiatives.

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**CSBG PROGRAM REPORT (CSD 801) CONTINUATION PAGES
NATIONAL PERFORMANCE INDICATORS (NPI)**

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.2: Emergency Assistance

Problem Statement

As one of the most expensive housing markets in the nation, San Diego County lacks sufficient affordable housing and shelters for homeless individuals and families, domestic violence victims, and runaway youth. San Diego County also lacks enough units for subsidized/low income housing. These issues are compounded by high utility costs.

Lack of sufficient low-income housing units in San Diego County and landlord requirements for high rent deposit/security deposits amounts adversely affect economically disadvantaged families in general, seniors, homeless families and individuals and runaway youth, in particular.

Hundreds of homeless families and individuals throughout the county cannot secure shelter each night. Emergency shelters provided by the various cities have met vital needs during the winter season and efforts need to continue. The current trend in San Diego indicates an increasing number of chronically homeless families in San Diego County.

Given high housing costs, utilities and the overall high cost of living in San Diego County, indigent families have difficulty addressing food and nutrition needs appropriately. Homeless families with children and vulnerable individuals, such as seniors and pregnant women, are especially at-risk.

Delivery Strategies

Homeless issues are addressed through CAP's Family Self-Sufficiency program funded with CSBG dollars and the year-round Shelter Voucher Program. FSS providers address homelessness as part of their case management strategy, which includes an assessment for families' risk status in the area of shelter. The Shelter Voucher Program is a collaboration between cities, the local emergency and transitional shelter (primarily the City of San Diego) and the County to provide hotel/motel vouchers, and a continuum of services that includes case management, food, and transportation primarily to homeless families with minor children, seniors and persons with disabilities. Additionally, the distribution of vouchers is coordinated with the Local Designated Board that distributes FEMA Emergency Shelter funds. Case management services are designed to enable the movement of families into transitional and permanent housing, employment or securing permanent income by removing barriers and providing appropriate resources.

In addition to the FSS program, homeless services are provided through a seasonal Interfaith Rotational Shelter program which is funded through a partnership between CAP and the City of San Diego. The program, which utilizes churches as its base, provides shelter and employment services to homeless families and individuals.

Program Activities

Specific activities that FSS providers will employ to address housing issues include:

1. Providing emergency shelter and food for families, adults and youth. Priority is given to families with children, pregnant women, disabled and seniors.
2. Providing case management services to homeless families/individuals, that includes financial and employment services as well as referrals to public assistance programs.
3. Providing rental deposit assistance, as funding permits.
4. Establishing relationships with both public (such as Section 8) and private low income housing resources.
5. Assisting program participants to locate and obtain permanent housing.
6. Continue to promote the development of service delivery networks for homeless families and individuals.

Specific activities that FSS providers will employ to address provision of emergency assistance include:

1. Provide crisis intervention to families and individuals.
2. Partner with other non-profit organizations and agencies to assist families in need.
3. Develop a regional based Homeless Collaborative Service Network of community based agencies committed to eliminating homelessness through self-sufficiency services.
4. Follow-up services to include resources that provide more long-term solutions.

CAP San Diego is an active Board member of the both the Local Designated Board and the Emergency Food and Shelter Program. In addition, CAP San Diego is a Board member of the Regional Task Force on the Homeless, a group that serves as a central clearinghouse on homelessness in San Diego County, and the Regional Continuum of Care Council, whose members provide homeless services. CAP San Diego actively participated in the Plan to End Chronic Homelessness, a regional plan developed by public-private partners to address homelessness in San Diego County.

NPI 6.3: Child and Family Development

Problem Statement

Child and family development is a multi-dimensional issue and is impacted by a multitude of variables. Healthy families exhibit and/or possess positive attributes in each of the dimensions that impact family functioning. These dimensions include risk vs. non –risk behavior, safety, effective parenting, and physical and emotional health and well-being.

Family relations and parenting are closely intertwined in both their causes and effects. Often the child who is abused or neglected grows up to be abusive and neglectful of his/her children. Similarly, studies indicate that domestic violence is cyclical. Thus parenting issues may be symptomatic of prior abuse and/or lack of appropriate role models. Another potential cause is an individual's inability to engage in healthy interpersonal relationships due to mental health and/or substance abuse issues.

Additionally, irrespective of family dynamics far too many youth engage in at-risk behavior such as gang activity and drug abuse. Many youth also engage in criminal and/or runaway behavior that lead them to enter the juvenile justice system often placing them on a self-destructive path that has life long implications both to them individually and to their families. Studies indicate that some of the at-risk behaviors are associated with suicides and homicides.

Delivery Strategies

Because multiple factors contribute to the disruption in a child's life, CAP San Diego addresses child and family development in a continuum of services. To optimize family functioning, CAP focuses attention on the family as a unit in its Family Self-Sufficiency program. Juvenile Diversion services and the Critical Hours program address the needs of at-risk youth. In partnership with a local charter school, CAP provides school-based self-sufficiency services to assist middle-school youth in their learning environment eliminate barriers and achieve academic success. These programs are detailed below:

Program Activities

The **Family Self-Sufficiency** program:

1. Begins with a risk assessment which is at the core of the service plan, to identify and address barriers to self-sufficiency
2. Develops attainable goals that build on strengths
3. Case manager works with the family to establish realistic goals to resolve barriers relating to employment, social/emotional/physical health and competence.
4. Develops an action plan that is specific to the family's needs and strengths, which then serves as a contract.
5. Refers other agencies for specialized services
6. Establishes close linkages with agencies providing services to clients with more complex psychosocial problems.
7. Ensures that the family or individual either has medical insurance or applies for medical insurance.
8. Provides follow-up services to ensure completion of the case plan.
9. Provides linkages to public assistance programs.
10. Develops links to family members, whenever appropriate, who can provide important resources such as child care to enable individuals to obtain employment and also provide emotional support for persons who are in crisis.

Critical Hours and **Juvenile Diversion** services are designed to reduce the incidence of juvenile crime and at-risk behaviors, and provide academic and literacy support to middle school age youth. Services also ensure safe environments for middle school-age youth during after-school hours promote learning and encourage positive behavior. Prevention and intervention services are provided through collaboration with school and local communities. Services include:

- Homework assistance and tutoring.
- Science exploration and creative writing.
- Tobacco education and preventive services designed to increase users awareness of the risks associated with tobacco use.
- Sports activities.
- Recognition programs.

- Presentations by motivational speakers, and workshops that foster improved communication skills and increased self-esteem.
- Planned group interaction projects and workshops.
- Substance abuse prevention education.
- Interpersonal skills and self-esteem development.
- Services designed to identify, address and mitigate factors, which tend to promote delinquent behavior.
- Activities which promote personal identification with the community and the development of a healthy self-esteem.
- Job placement for older youth, directed at supporting attitudes and behaviors of personal responsibility, dependability, and self-confidence.
- Counseling services to resolve issues and conflicts.
- Short to intermediate-term residential care to youth.
- Development of family reunification plans.

School-Based Self-Sufficiency services are provided by a community-based social service agency working in close coordination with school staff and the community in a charter school. The program:

1. Works with other community agencies to ensure that a continuum of health and social services is available to middle-school children.
2. Provides gang intervention, nutrition and exercise classes.
3. Provides mentorship and counseling specifically to children of incarcerated parents.
4. Provides tutoring and counseling.
5. Provides curriculum development that address: Crisis intervention; positive parenting conflict resolution; cross-cultural development; drug abuse prevention; and self-esteem development.
6. Links with other self-sufficiency providers
7. Ensures a coordinated approach both at school and at home.